



EUROPEANA 2020

Impact Assessment Report (July 2021)

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Executive Summary

Introduction

Europeana 2020: Crisis, Change and Culture took place in the context of a second wave of wide-spread European Member State lock-downs. It was planned as a digital event from the outset, as the concrete planning of the event started just as the pandemic forced the first lock-downs. Despite the context, the event was able to reach almost 1,650 people who registered to attend the conference, with an estimated 60% (998 participants) attending at least some part of the 11 hours and 20 minutes of formal conference programming.

There were three conference themes for each of the three days of the event: bridging digital divides, agency for change, and collaboration.¹ Over 70 speakers joined the event.

Methodology

A post-event questionnaire was distributed to all attendees shortly after the event, and a reminder was sent after one week. 224 responses were received which, out of an estimated attendance of over 998 participants, represents a satisfactory sample of around 23%. We found a small bias towards Network members responding. Data were analysed using Excel. All open text responses were left as they were originally written.

Registration data were also analysed to understand better the gender split of registered attendees, the country they were joining from, their gender and age, and if they had any access requirements for the event.

Following in the footsteps of our work for [Europeana 2019](#), we continued to investigate the environmental impact of our largest annual event. The methodology changed because the format of the conference changed from in-person to completely digital. Having assessed the audience's likelihood to attend Europeana 2020 had it been in-person together with the expected method of travel, we calculated an approximate carbon footprint for air travel. At the same time, we used three estimates of CO2 emissions caused by online meetings to come up with a scale for Europeana 2020's digital footprint.

Findings

Increased accessibility

¹ Read our Europeana Pro post about the conference here: <https://pro.europeana.eu/post/catch-up-with-europeana-2020>



- Europeana 2020 was an opportunity for Europeana to welcome almost 1,000 people in attendance at its annual conference, with participants joining from 60 countries across the world (in comparison to 38 countries in 2019).
- This wider accessibility was also reflected in increased representation of non-Network members registering for the conference.
- This increased visibility led to a very significant increase in visits to Europeana Pro, where 40,631 sessions were registered in November 2020 (almost 12,000 more than any other month previously).
- Some participants who attended might not have been able to attend had the conference not been digital - with travel, cost and limitations on attendance being some of the potential barriers.
- The digital format was also more accessible because participants could pick and choose the parts of the event which were most relevant for them to attend.

Creating value for participants

- We see an increased literacy in the key themes of the conference, particularly around collaboration as a tool for finding shared solutions.
- 88% of participants reported that Europeana 2020 had value for them personally or professionally.
- 77% gained skills or knowledge that they can apply in practice (an increase of 27% from 2019).
- 63% of participants who want to make a change in their organisation after the conference (also a significant increase from the year before). However, only around half of participants feel empowered to take action, suggesting further capacity-building needs to translate inspiration into tangible action that can support digital transformation.
- Of the three conference themes, the theme of agency for change was also the theme that participants were least likely to have become more familiar with. A longer-term impact assessment perspective would be particularly beneficial in this regard as well, to track if inspiration does result in tangible change.

The most important take-away for me, personally, was the feeling of being part of a community, with similar goals and values, but also facing the same challenges

Questionnaire respondent

Creating a sense of community but fewer new contacts

- Despite having an online format, Europeana 2020 helped to create a sense of community and importantly, the majority (86%) of participants enjoyed themselves (this was the first time we had asked this question).
- 69% of non-Network members who attended Europeana 2020 agreed that the conference had motivated them to become members.
- 74% of participants felt like part of a community around digital cultural heritage (a 5% increase). However, in comparison to 2019, there was a decrease in the number of new contacts made and much lower ratings for network development outcomes.



Digital or remote participation comes at a price

- Dissatisfaction with the online format was particularly evident when people spoke about the lack of opportunities to build a network. Others found it to be less enjoyable. Several participants expressed dissatisfaction not with the quality of the online format (which was rated highly) but the necessity to use an online format. In this sense, they say that conferences should be in-person again after the pandemic.
- There were strong concerns about one of the keynotes and the lack of in-person opportunities to manage and respond to attendees' concerns about this can be seen as another challenge of the digital format.

A digital conference results in a smaller carbon footprint

- Holding Europeana 2020 digitally resulted in a significantly smaller carbon footprint. We estimate that the environmental impact of participants travelling by air to Europeana 2020 would have been 123 metric tonnes of carbon.
- Attending Europeana 2020 digitally was anywhere between 15 and 149 times less detrimental to the environment than the air travel alone that would have been required to attend the in-person event.

Conclusions

- In terms of supporting the capacity-building of the sector through the acquisition of knowledge that can be used in practice, providing the inspiration to create a positive professional change or innovation, and strengthening a sense of a community, the first all-digital Europeana 2020 was a success.
- While network development opportunities and outcomes were significantly lower, there were increases in other key outcomes including, for example, gaining knowledge or skills that can be applied in practice.
- The conference reached a much wider audience in terms of numbers and geography but potentially also in terms of the audience's familiarity with and literacy in digital heritage and digital transformation.
- Europeana 2020 created significant savings for the annual conference's estimated carbon footprint. Combined with the demonstrable increase in outcomes for participants, future event formats should weigh up the inevitable environmental impact caused by travel and whether the depth and quality of the experience and outcomes desired for the participant can be delivered in a digital or hybrid format.

Validation and next steps

This report will be shared with colleagues within the Europeana Foundation who worked on Europeana 2020, Europeana Foundation's senior management team, the Programme Committee shaped to deliver Europeana 2020 and the Europeana Network Association's Members' Council. Feedback will be solicited to support the interpretation



of the data presented. A blog will be created to summarise the content of this impact assessment and that of Europeana 2019.



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Acknowledgements

Many people were involved in the review of this report. Thanks in particular to Patrick Ehlert who supported the environmental impact assessment of both Europeana 2019 and 2020. Thanks also go to the sub-committee drawn together to shape the development of Phase three of the Europeana Impact Playbook, for whom this report served as a test case.



Introduction



Crisis, Change and Culture
11 - 13 November | Online



Europeana 2020: Crisis, Change and Culture was held over three days with over 70 speakers taking part in 50+ sessions and an estimated 998 cultural heritage professionals joining from 60 countries across the globe. Following on from a period of research into capacity building and digital transformation² Europeana 2020 was designed to look at three specific areas - digital divides, agency for change and collaboration. Each day explored one of these themes.

The conference was considered to be a success in terms of its reach (1,650 registrations) and attendance (998 conference programmes were built on the conferencing software). The programme was busy and involved more external guest speakers than could have been accommodated in an in-person format.

The impact assessment was designed to collect similar data to that collected in Europeana 2019's impact assessment report, which can be summarised as: networking outcomes, learning outcomes, creation of a sense of community, overall satisfaction and environmental impact. We also measured familiarity with the three conference themes, to give a general insight into capacity-building needs in a context of digital transformation. This impact assessment was designed quite late in the planning stage. We collected no data at the registration stage that we could compare to data collected in the post-event questionnaire. This would have strengthened our assessment.

This impact assessment documents areas to improve future impact assessments as well as areas for future research. The most important next steps are how the findings presented are used to guide future programming and activity, particularly when decisions need to be made between digital, hybrid and in-person events.

² <https://pro.europeana.eu/page/building-digital-capacity>



Methodology

Assessing our conference population figures

With the event being held across multiple days and multiple sessions on Zoom, it was challenging to calculate what figure we could use with regards to the conference population. We arrived at 998, which was the number of people who used Sched to build a conference programme. This makes sense when viewed together with the overall reported attendance (that few people attended each session, but that many people attended some sessions) and with the observation that around 300 people attended each plenary session.

Survey of registered Europeana 2020 attendees

A post-event questionnaire was distributed to all attendees shortly after the event, and a reminder was sent after one week.

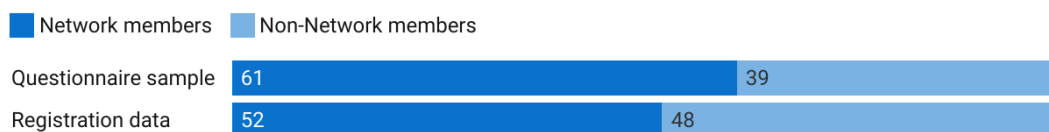
Post-event questionnaire response rate and validity

224 responses were received which, out of an estimated unique attendance of over 998 participants, represents a satisfactory sample of around 23%.

In the questionnaire responses, we found that Network membership was slightly higher compared to all registrations at 61% and 39%, suggesting a small bias towards Network members responding.

Comparison of the Network membership status of the questionnaire and registration samples

The data show the percentages of Network and non-Network members in the questionnaire data and registration data. Network members are slightly more represented in the questionnaire data than non-Network members.



Source: Europeana 2020 questionnaire data • Created with Datawrapper

Figure 1. Bar chart showing the percentage of Network and non-Network members in the questionnaire and registration data.

Analysis of registration data

Anonymised registration data were analysed in Excel to learn more about who the participant was in terms of Network membership, location, gender and if they had any barriers to access the conference.



Environmental impact assessment

To come to an assessment of the environmental impact of the conference, we proposed two approaches. First, to estimate the carbon emissions that would have resulted from Europeana 2020 taking place in-person as planned. By being held completely online, Europeana 2020 thus saved those emissions. Second, to estimate the carbon emissions caused by the conference in terms of the data usage. A total environmental impact can then be assessed based on a calculation of these two figures.

Carbon emissions saved by a digital event - no air travel

In our impact assessment of [Europeana 2019](#), we estimated the total carbon emissions caused by air travel to the conference. We only investigated air travel as this was a preliminary investigation into the suitability of such a measurement. In 2020, the conference was held completely digitally and so no air travel was needed. Our methodology therefore changed as well.

We investigated the proportion of participants who reported that they might have attended the conference in person. Due to the large numbers at Europeana 2020, this ended up being more than the maximum attendance figure that was anticipated by the conference event organisers. We therefore proceeded to investigate what air travel might have looked like for an estimated conference population of 400 participants.

We asked participants how they might have travelled to the conference had it been held in the Netherlands, as was planned. Fewer respondents selected air travel than in 2019. We applied this percentage to the anticipated in-person conference population.

In the impact assessment of [Europeana 2019](#) we were able to calculate an average figure for the carbon commissions of a journey by air by a conference attendee (427 CO₂/journey (KG)). Using this, we calculated a figure of what Europeana 2020 might have cost in terms of air travel had the conference been held in-person.

Carbon emissions of a digital event

Though online events are better for the environment when compared to air travel, there is still an inevitable environmental cost and digital carbon footprint.³

Methodology for calculating the carbon footprint of a digital event

1. 998 attendees created conference schedules for the event. Not all attendees attended each hour or session in the programme. Zoom, the platform where the event took place online, does not give information on exactly how many people attended each session and for how long.

³ A digital carbon footprint refers to the emissions caused by the use of digital technologies and the internet in everyday life.



2. To assess attendance, survey respondents were asked to choose if they had attended all, most or some of the conference.
3. Estimates were made for each of the attendance options.⁴
4. The total hours of attendance at the conference by all participants was then assessed.
5. Three carbon emission figures were sourced to give a range of a high and low estimate of video call use, as shown in the estimates below.⁵
6. Figures were converted into grams and per minute. A calculation was made according to the figures and a scale emerged upon which we can estimate a likely conference carbon footprint. This was converted back to kgCO₂ per hour. See [appendix 2](#).

Estimate 1

2021 estimates released by Purdue University suggest that Zoom calls result in (a maximum of) around 150gCO₂ per hour and that turning 'your camera off during a web call can reduce these footprints by 96%'.⁶ Although we can't be sure, we estimate that at least 80% of participants had their videos off for much of the conference. Based on further reading the figure of 150gCO₂ per hour was assessed to be very high. As the initial figure was a very high maximum, we lowered this to 100gCO₂ per hour and multiplied it according to a population of 80% who didn't use their cameras (reducing their environmental cost by 96%) and a population of 20% who did use their cameras. This resulted in a figure of 23.2kgCO₂ per hour or 0.37kgCO₂ per minute.

Estimate 2

The middle estimate suggests that it costs 0.12kgCO₂ per hour per video call in the same city.⁷ Other figures are not estimated according to the location of the participants, and while we are unable to make this calculation (or indeed have access to the data that would be needed for the calculation) for conference attendees, including this estimate raises location as an important variable in future carbon footprint assessments.

Estimate 3

The third and lowest estimate suggests that for one-hour meeting a day with two people, almost every day of the year (250 days), there would be 0.6kgCO₂ emitted.⁸ This figure was chosen from amongst the other estimates given because there was video streamed by all conference attendees and because we assumed that this would be standard quality rather than high-definition. This results in 600gCO₂ per year and 2.4gCO₂ per hour.

⁴ This method will be improved in future, see the limitations below.

⁵ A range felt like an appropriate course of action to take when the possible approaches to take varied so hugely. Other sources have used a range, including the BBC when reporting the carbon footprint of their articles.

<https://www.bbc.com/future/article/20200131-why-and-how-does-future-planet-count-carbon>

⁶

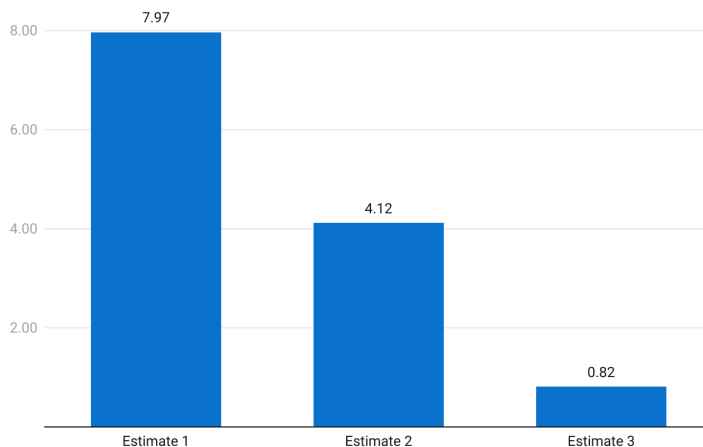
<https://www.purdue.edu/newsroom/releases/2021/Q1/turn-off-that-camera-during-virtual-meetings-environmental-study-says.html>

⁷ <https://davidmytton.blog/zoom-video-conferencing-energy-and-emissions/>

⁸ <https://www.cmswire.com/digital-workplace/the-hidden-pollution-cost-of-online-meetings/>



Estimated Europeana 2020 conference emissions estimates in tonnes of CO2



Source: Europeana 2020 questionnaire • Created with Datawrapper

Figure 2. Column chart showing the three estimates used to calculate the possible range of carbon emissions/digital footprint caused by Europeana 2020.

Limitations

- We do not have a picture of long-term impact resulting from the conference.
- A minority of event attendees registered using another tool than Eventbrite. For the purposes of this analysis, we could only analyse the Eventbrite data.
- We asked conference attendees to estimate how much time they spent at the conference using a descriptive range. This is not accurate enough. For future impact assessments and if we want to complete a similar study on digital attendance, we should ask participants to report the hours they spent online at the event. In addition, these data may someday be released by Zoom.
- Limitations to the environmental impact assessment:
 - The result of the environmental impact assessment can't be considered as completely accurate: decisions had to be made as to which figures to use for the assessments. A scale was given to illustrate the wide possibilities and variances in the methods.
 - Some servers are 'clean', namely, run on renewable energy sources. This would influence the calculations but we don't have access to this information.
 - The calculation should depend on the device used and the cost of the energy used changes according to where a person is based⁹, two steps which were outside of the capacity available for this report.
 - The overall environmental impact of Europeana 2019 is likely to be higher, as the calculation only includes air travel and doesn't assess the environmental cost of other forms of air travel, the hotel stays, the emissions from the host organisation, etc. The environmental savings are therefore likely to be much higher.

⁹ David Mytton outlines a number of methodological considerations to be considered for such an assessment: <https://davidmytton.blog/zoom-video-conferencing-energy-and-emissions/>



- The overall environmental cost of a digital Europeana 2020 only includes the carbon emissions required to connect to and view the Zoom webinar, not the energy needed to power the device the individual is using to connect or the energy used in their home/office. Nor does it include speakers preparing for their talk by creating and uploading a video, or the environmental cost of processing and hosting the videos recorded at Europeana 2020 after the conference closed. There is an inevitable increased cost that we can't calculate or even estimate within the capacity available.
- Energy usage varies by location and changes according to what device is being used (TVs are more energy-intensive than phones, for example). This was beyond the capacity of our assessment.



Findings

1. How many people attended Europeana 2020?

The online event platform (Zoom) does not give information on exactly how many people attended each session and for how long. 1,650 people registered for the conference overall. 998 people (60% of the total registered conference population) registered on the conference platform that would allow them to have the information necessary to participate in the conference. Therefore, we suggest that 998 people attended at least some part of the conference. To put this into context, 238 professionals attended Europeana 2019, so Europeana 2020 was able to welcome over three times as large an audience as the year before, noting (as seen below) that few participants attended the whole conference.

2. Who were the participants of Europeana 2020?

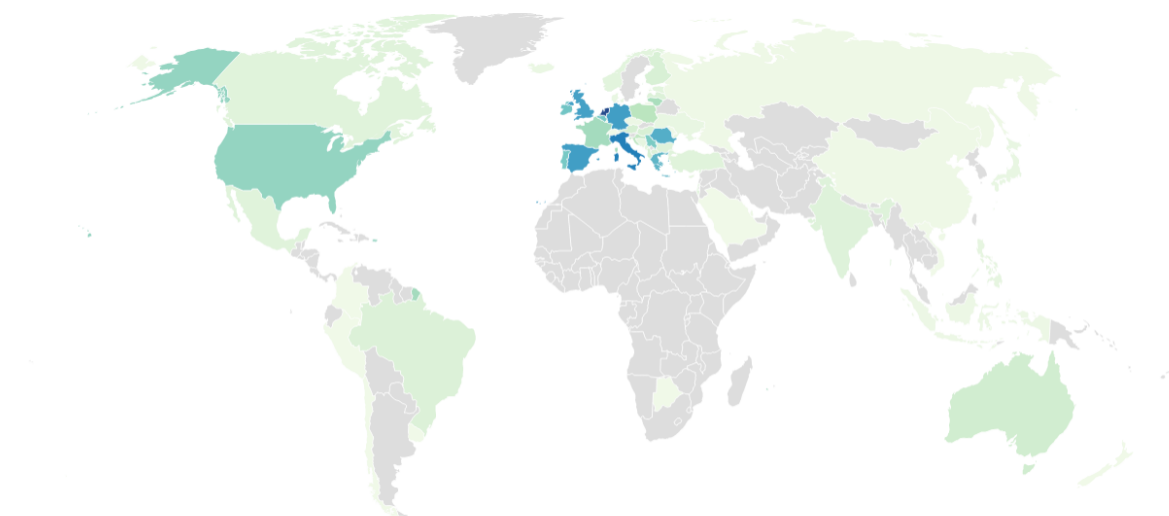
a. Geographic origin

Participants from 60 countries registered for Europeana 2020, compared to 38 countries in 2019. The top five countries represented in the registration data were the Netherlands, Italy, Spain, Germany and the United Kingdom. Participants from 42 countries completed the post-conference questionnaire.

Registered attendees of Europeana 2020

The map shows registered attendees of Europeana 2020, not necessarily those that attended. The map shows a bigger global reach than in 2019.

Density of participants



Source: Europeana 2020 registration data • Created with Datawrapper

Figure 2. Map showing the wide geographic spread (60 countries) of Europeana 2020 attendees



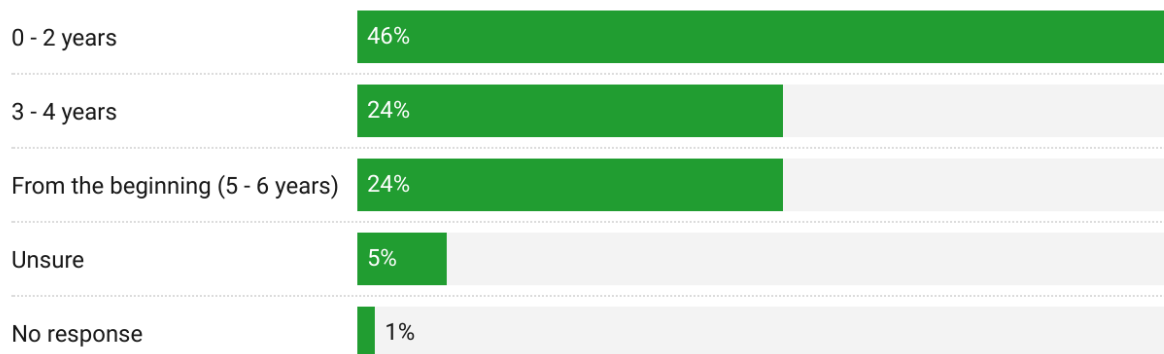
b. Europeana Network Association membership

Of the registration data that was available, we found that there was an almost even split of Network members registered via non-Network members (52% compared to 48%). Europeana 2020 in a digital format was therefore more accessible or welcoming to non-Europeana Network Members than 2019's annual conference, when 86.4% of registered attendees were members.

Of the Europeana Network members responding to the conference questionnaire sent after the event, the most common length of membership was 0-2 years. This question was not asked at Europeana 2019. In an Impact Assessment of the Network conducted in June 2020, 46% of those surveyed reported to be Members for 0 - 2 years.¹⁰

Europeana 2020: Network membership by length

This chart maps Network membership by length, and shows that of Europeana 2020 questionnaire respondents, Network members were most likely to be newer members (between 0 - 2 years).



Source: Europeana 2020 questionnaire data • Created with Datawrapper

Figure 3. Bar chart demonstrating the membership length of Europeana 2020 attendees who were Network members

c. Gender and access requirements

Attendees were proportionally more likely to be women.¹¹ Making up 69% of the registered attendees, there were more than twice as many women than men registered (30%). Only four suggestions of accessibility requirements were made, relating to having 'partially reduced abilities' (no additional context given), visual impairment (no additional requirements for access given), a request for no flashing lights or loud noises due to sensory processing issues, and a request for 'Accurate human captions and

¹⁰ <https://pro.europeana.eu/post/impact-assessment-report-europeana-network-association>

¹¹ This is also a trend in our digital programming series: see the [light-touch impact assessment](#) published in Feb 2021, which also reflects on the broader make-up of the heritage sector.



transcript for the livestream or preferably a link to an accessible cleaned up synchronised recording afterwards'.¹²

d. Professional background

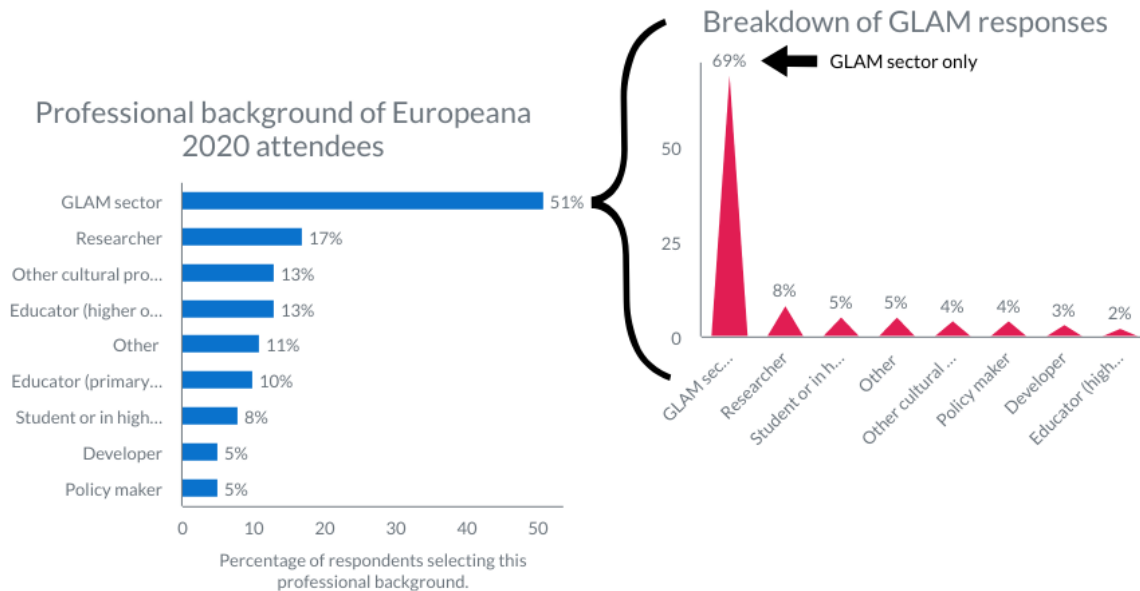


Figure 4. Illustration showing two charts. The first chart on the left shows the different categories selected by Europeana 2020 participants to describe their professional backgrounds (participants could select more than one category). The second chart on the right is a breakdown of those who responded by selecting the GLAM category, and it demonstrates the other categories chosen by GLAM professionals.

Heritage (GLAM¹³) professionals made up the significant majority of attendees, followed by researchers and other cultural professionals. The data highlight the multidisciplinary nature of the audience, where around one third of GLAM professionals select another category to describe their professional background (see figure 4 above).

e. Experience in the cultural heritage sector

On the recommendation of the New Professionals Task Force¹⁴, we asked participants at Europeana 2020 how long they had worked in the cultural heritage sector. This was the

¹² All pre-recorded keynotes were subtitled and, while not perfect, automated subtitles are then available (in English) on Youtube afterwards.

¹³ In future questionnaires, we will move away from the GLAM acronym, instead using the more inclusive term 'heritage professional'.

¹⁴ Read the report of the New Professionals Task Force (2021).
<https://pro.europeana.eu/project/new-professionals>

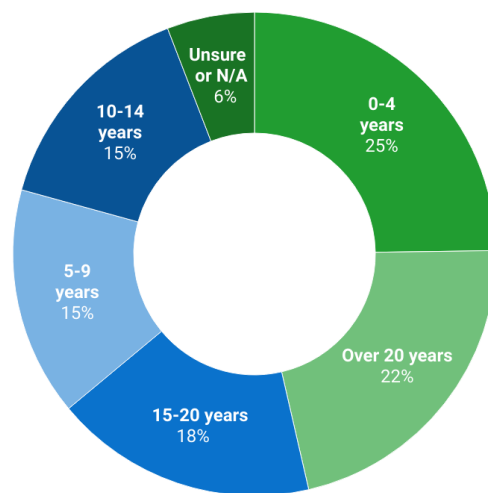


first time we had collected such data in any of our questionnaires. For that reason, these data constitute our baseline measurement.

The data shown below suggest that there is a roughly even split across participants in terms of their sector experience. Anecdotally, compared to past in-person conferences, the digital event is likely to have attracted an audience with less sector experience, who may see the conference as a capacity-building event. We can track this at future in-person and digital events.

Europeana 2020 questionnaire respondents' experience in the cultural heritage sector

0-4 years Over 20 years 15-20 years 5-9 years 10-14 years Unsure or N/A



Source: Europeana 2020 questionnaire data • Created with Datawrapper

Figure 5. Doughnut chart showing the level of respondents' experience in the cultural heritage sector.

There are no significant trends in the data relating to Network membership and sector experience.

We aim to monitor levels of sector experience at least every year in the conference and potentially at other events. We will do so to help us improve our services to those new to or just entering the cultural heritage profession.

3. Participation in the conference

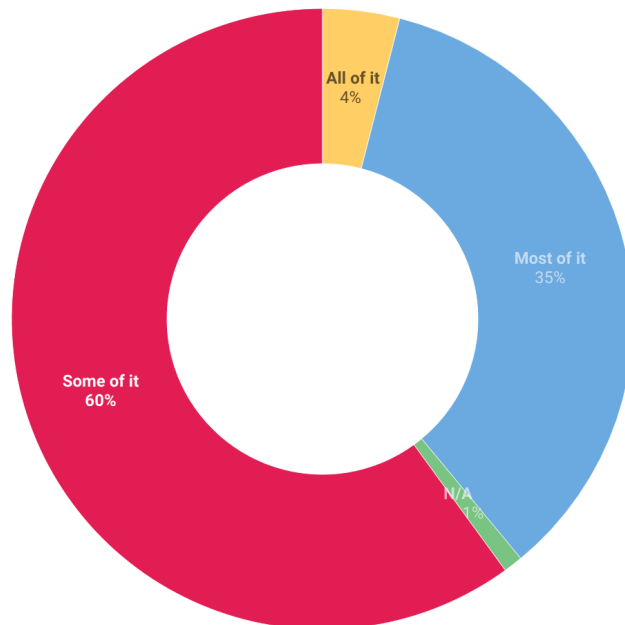
It is estimated that 998 participants out of over 1,650 registrations attended at least part of Europeana 2020's 11 hours 20 minutes¹⁵ of programming across three days.

¹⁵ The programme is available on [Europeana Pro](#). Day 1 and Day 2: 3 hours 10 minutes. Day 3: 5 hours. These calculations include only the main programme and not the social events afterwards.



We learn that around one third of participants attended most of the conference, but the majority attended only some of it. Only 4% report attending everything in the programme, which is quite a contrast to in-person events where attendees are expected to attend all of the programme.

How much of the conference did you or were you able to attend?



Source: Survey of Europeana 2020 participants • Created with Datawrapper

Figure 6. Doughnut chart showing reported attendance at the conference.

Whereas participants, when travelling to a conference, would be expected to attend all of the event, in a digital format participants could choose exactly what they wanted to attend. When asking questionnaire respondents what was least important or enjoyable for them, we found many responses as follows:

- *I attended the parts that felt relevant to me, so there wasn't a part that was unimportant to me (not a Network member, 0-4 years' experience)*
- *I skipped anything that looked unimportant (not a Network member, 0-4 years' experience)*
- *I have followed only a few talks, and enjoyed them (not a Network member, 20+ years' experience)*
- *I attended only sessions that I consciously signed in for. (not a Network member, unsure of years' experience)*

While some participants may only have wanted to attend a small part of the programme, others found it difficult to attend more due to other commitments which might not have been experienced had the person attended in-person. Digital or remote participation also comes at a price. We see this also reflected in the qualitative data.



Participants noted the challenge of attending the conference digitally while having to continue with their normal work.

- *The fact that I could not attend more sessions due to other work! (Network member, 15-20 years' experience)*
- *...combining online attendance with all kinds of other tasks and activities that have become unavoidable in the digital work environment we have been forced into by covid. (Network member, 5-9 years' experience)*

4. Satisfaction with Europeana 2020

We were able to compare general satisfaction ratings for Europeana 2020 with the last conference held in 2019. Despite being held completely online for the first time, and after a significant period of digital activity in which it was suggested that people were beginning to feel 'digital fatigue', Europeana 2020 compared favourably in terms of satisfaction. Figure 7 below sets out the average satisfaction from Europeana 2019 and Europeana 2020.

Satisfaction ratings of Europeana 2019 and 2020 compared

The data show a slight decrease in overall satisfaction ratings between Europeana 2019 and Europeana 2020. Other data demonstrate that there was nonetheless a slight increase in the number of people who reported being satisfied or completely satisfied (from 84% to 87%).



Chart: Europeana • Source: Europeana 2020 questionnaire data • Created with Datawrapper

Figure 7. Bar chart demonstrating the slight decrease in satisfaction ratings between Europeana 2019 and Europeana 2020. Ratings are out of five.

Though the average rating is slightly lower, we learn that 87% of respondents were either satisfied or completely satisfied. This is in fact higher than in 2019, when 84% of respondents were either satisfied or completely satisfied.

Satisfaction with elements of the conference organisation and delivery were also high. Around 97% of respondents thought that all the different elements of the conference on which we requested feedback were good, very good or excellent.

What was important, least important, and least enjoyable?

With a digital format, participants were able to choose which parts to attend and not attend. This was frequently referenced in response to these questions.

Question area

Top three themes that emerged from the open text



Most important	<ul style="list-style-type: none"> Over 80 responses referenced discrete parts of the programme content or the general conference programme as being important. Frequently referenced themes included the workshop format, the opportunity to gain or share knowledge with others, and general relevance for the digital heritage sector. 29 respondents referenced the keynotes. 25 responses were positive, four were negative, two were unclear.
Least important	<ul style="list-style-type: none"> 62 respondents didn't answer the question, couldn't say what was least important, or found the question irrelevant 19 respondents mentioned content including the workshops, with a further 5 responses referencing the general nature of the keynotes 18 respondents said that nothing was not important, and a further 6 said that this was because they had chosen exactly what to attend The social events were described as least important by 11 respondents
Least enjoyable	<ul style="list-style-type: none"> The keynote on the second day was the most frequently referenced theme, with 22 responses Networking or interaction (lack of opportunities in digital format; lack of engagement) was found in 16 responses Time management (e.g. the short length of workshops; lack of time) was referenced in 14 responses

Table 1. Table summarising the main themes of the open text responses to questions about what were the most important, least important and least important parts of the conference.



Figure 8. A word cloud generated using databasic.io of the data collected to the question 'What was the most important part of the conference for you?'. Digital, keynote and people emerge as the most referenced words.

Accessibility

With an online format and an almost unlimited audience reach, Europeana's annual conference was, for the first time, able to attract almost 1,000 participants (more than three times as many as Europeana 2019), some of whom, for various reasons, might not have been able to attend had the conference not been digital.



- *Europeana 2020 had value for me due to the different way it took place. (Not a Network member, 20+ years' experience)*
- *I appreciate that all of that has been accessible to all of us. (Not a Network member, 10-14 years' experience)*
- *I've heard a lot about it, so it was very helpful to experience the convention first hand. Unfortunately I wasn't able to attend all the seminars I had planned to, but the ones I did attend were very useful and/or insightful. I hope to be able to visit one IRL in the future. (Not a Network member, 0-4 years' experience)*
- *It was interesting and accessible from the home office. (Not a Network member, 10-14 years' experience)*
- *The virtual aspect. Without it, I'm not sure I could have attended. (Network member, 0-4 years' experience)*

Though this was only found in one response, the following response highlights how Europeana may now have to consider the Euro-centrism of its perspective when it is reaching such a global audience:

- *I strongly recommend to consider de difficulties to implement good practices in developing countries such as [country name in Latin, Central or South American]. Europeana has been the key to develop new ideas to disseminate the [nation's] digital culture. (Network member, 10-14 years' experience)*

Dissatisfaction with the online format

Nonetheless, the digital format has its critics. Several participants expressed dissatisfaction not with the quality of the online format (which as discussed above, was rated highly) but the necessity to use an online format. In this sense, they say that after the pandemic, conferences should be in-person again.

Yet one participant acknowledged that life would not return to in-person events exclusively again if/when the situation allows for this:

- *Enlightening to see how Europeana approached an online event in general, as this will be a more critical approach for the cultural heritage community going forward (even after COVID-19, I expect attitudes to travel for conference to change).*

Inability to create a network online

Dissatisfaction with the online format was particularly evident when people spoke about the lack of opportunities to build a network.

5. Familiarity with the conference themes

Based on sense-making research and consultation on the theme of digital transformation in cultural heritage conducted in summer 2019, three conference



themes were agreed. These represent the most pressing themes emerging from the research.¹⁶ These are:

- The digital divide
- Agency for change - feeling empowered to act
- Collaboration in digital cultural heritage - finding sharing solutions

We asked participants about their level of familiarity with the three themes after the conference. Participants were most familiar with the third theme, collaboration and least familiar with the second, agency for change (see figure 9 below). This strengthens two findings presented elsewhere in the report, namely that the conference created a sense of community and that participants might have been inspired to change something in how they work with digital cultural heritage but lack the agency (skills, capacity, leadership, etc) to make this happen. Continuing to ask participants' level of confidence in these themes might be interesting to track at the next conference or embed into a wider programme of research.

How familiar do you now feel with the three conference themes?

The three conference themes were drawn from preliminary research and consultation into digital transformation in the sector. Each day took a different theme.

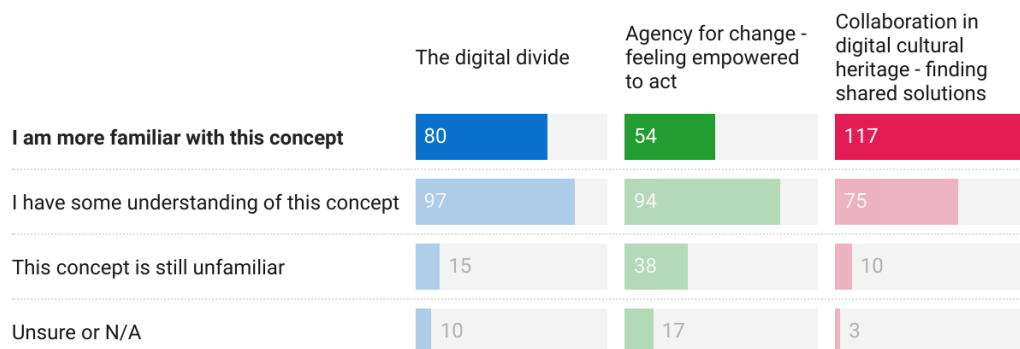


Chart: Europeana • Source: Europeana 2020 questionnaire data • Created with Datawrapper

Figure 9. Split bar chart highlighting participants' familiarity with the three conference themes. Increased familiarity with the concept is highlighted.

6. Growing the Europeana Network Association

Understanding the extent to which non-Network members are inspired to join the Network after attending the conference is another way to assess satisfaction. We also assessed this at [Europeana 2019](#), but the sample of non-Members was significantly smaller.

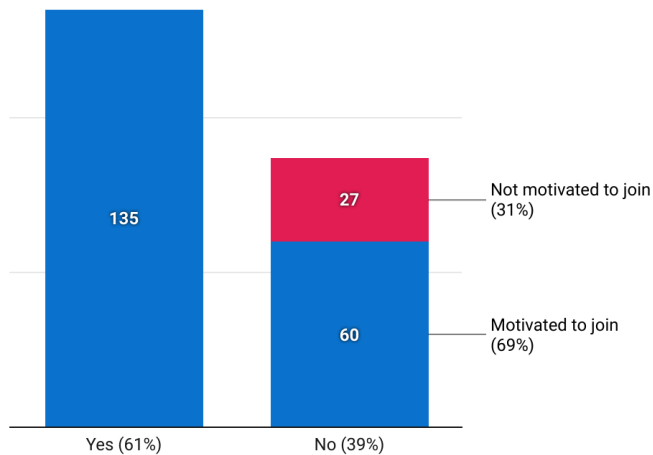
Figure 10 shows that 69% of non-Network members who attended Europeana 2020 agreed that the conference had motivated them to become members. We could also ask ourselves why 31% were not motivated to become members. In some cases, this

¹⁶ <https://pro.europeana.eu/post/building-digital-capacity-sense-making-findings-and-outcomes>



could be because participants were only interested in certain topics or themes. We also don't know how many of the 69% of non-Network members who attended then registered to join the Network. It is difficult to assess any trends in Network membership growth that might relate to the conference due to the need to 'clean' the membership list of those that no longer want to be members.¹⁷ This is something we can track more clearly in future.

Europeana Network Association membership status of Europeana 2020 questionnaire respondents



Source: Europeana 2020 questionnaire data • Created with Datawrapper

Figure 10. Chart showing Network membership and non-Network membership in the questionnaire data, as well as demonstrating motivation for non-Network members to join the Network.

7. Creating value for participants

88% of participants reported that Europeana 2020 had value for them personally or professionally

The data was analysed to see to what extent participants agreed or strongly agreed with a number of outcomes anticipated to emerge from Europeana's annual conferences. The following list is drawn from Table 1 in Appendix 1.

- The majority (86%) of participants enjoyed themselves.¹⁸
- 77% gained skills or knowledge that they can apply in practice.
- 74% of participants felt like part of a community around digital cultural heritage.
- Almost half of participants felt that they are empowered or able to make a change in their organisation after the conference, but this is lower than the 63%

¹⁷ The available data tracks growth on a monthly basis but doesn't show how many people de-registered, for example, at the same time.

¹⁸ This was the first time we had asked this question.



of participants who want to make a change, suggesting that there is a missing step that would help participants take action after the conference or that some of the participants have no agency to make change in their situation (e.g. because of their role or professional status e.g. student).

86% of Europeana 2020 participants enjoyed themselves

In comparison to 2019, we can report increases in key outcomes (figure 11):

- A 5% increase in a feeling of being part of a community around digital cultural heritage. This is despite having an all-digital format.
- A 27% increase in participants gaining skills or knowledge that they can apply in practice.
- A significant increase of 39% in participants wanting to change how their organisation uses digital cultural heritage. This may relate to the number of non-Network members, and potentially those with less experience in digital heritage, who were able to attend the conference in comparison to the year before, and the impact of the Covid-19 pandemic.

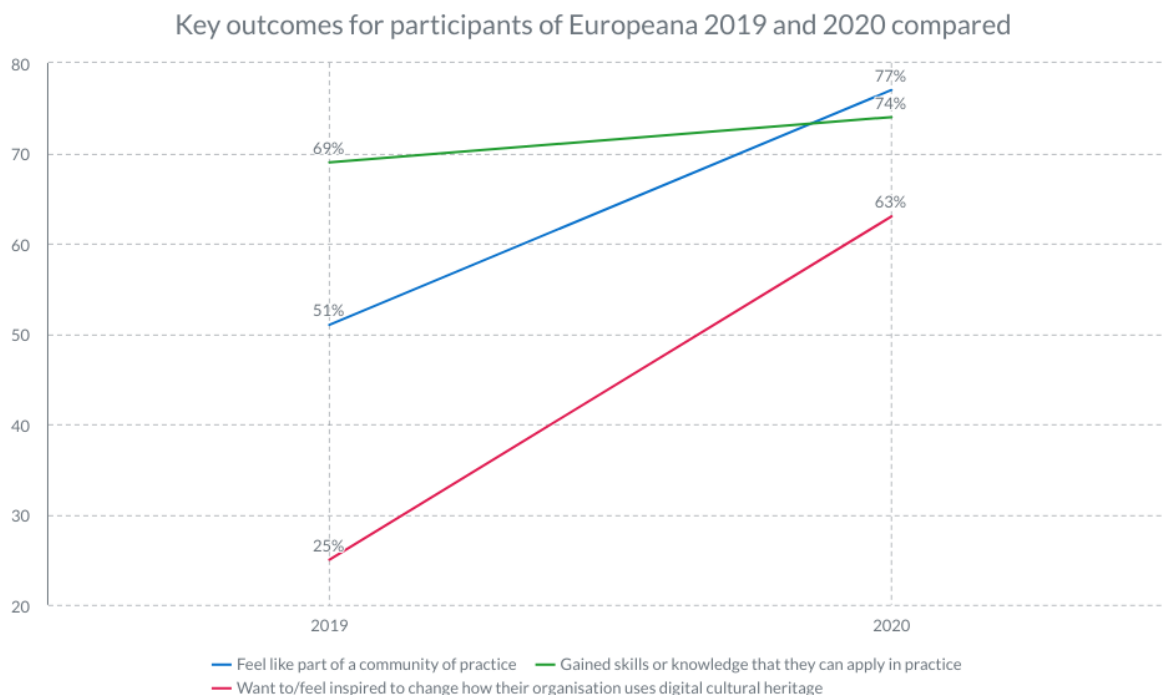


Figure 11. Chart demonstrating an increase in three key outcomes of feeling like part of a community of practice, gaining skills or knowledge that can be applied in practice, and being inspired to change how an organisation uses digital cultural heritage in practice.¹⁹

¹⁹ The question type differed in each year. In 2019, respondents were asked to select relevant outcomes that they felt occurred (showing whole agreement). In 2020, participants were asked to disagree or agree on a scale. The data shown for 2020 indicate strong or very strong agreement.



- a. Learning something new, keeping up to date with trends, and gaining knowledge to apply in practice



Figure 12. An infographic illustrating the key areas of value coded from the open text responses to the question 'can you tell us in what way Europeana 2020 was valuable for you?'.

77% of respondents learnt something that they can apply in practice

Learning was a significant outcome of Europeana 2020. Learning outcomes of different types were commonly referenced in the open text responses to the question *Can you tell us in what way Europeana 2020 was valuable for you?*. Figure 12 presents a summary of the main themes. There were 80 responses that have been divided up in several categories:

- **Learning something about Europeana's activities and projects** (9 responses). The majority of these responses (7) were from Network members. Responses were from those with different levels of sector experience:
 - *Keeping updates on developments in de sector and what's going on at Europeana (Network member, 0-4 years' experience)*
 - *To understand how Europeana works and thinks (Network members, 20+ years' experience)*
 - *I learned more about what is on-going in the Europeana Network, something that is not so clear to me. (Network member, 0-4 years' experience)*
 - *I'm wo[r]king since 10 years+ on Europeana Projects. I'm always interested to see the development of the Europeana Network and Europeana Products, to*



be informed about the current research and development activities within the Europeana Ecosystem. (Network member, 10-14 years' experience)

- Three responses (two Network members, one non-member) explicitly referenced **keeping up to date with sector trends**. Europeana 2020 provided opportunities to stay up to date with new sector trends and projects, and this was also identified as an outcome in 2019. This was also clear in other responses:
 - *[to] catch up with what's being done and future approaches to digital heritage (not a Network member, 15-20 years' experience)*
 - *To hear ideas and concepts I wouldn't be able to reach otherwise. (not a Network member, 0-4 years' experience)*
 - *getting first insights in the field and its interesting people and projects (not a Network member, 0-4 years' experience)*

- **Learning about specific sector themes**, for example, IPR, digital and green, digital communication.

- **Finding out about interesting projects or activity led by others in the sector**. This also emerged often in response to the question about what was most important in the conference for them.

- 11 responses explicitly referenced the ability to **apply knowledge learned at Europeana 2020 in practice**. These were from a mix of Members and non-members, and include three that referenced application in education. Examples include:
 - *The session that I followed opened up some ways of thinking about the near future of digital communication that I haven't explored earlier. This has given me an instrument to consider the future of cultural transmission from [a] different perspective. (Network member, 10-14 years' experience)*
 - *I learned new things that I will apply in my work, broaden my horizon on the "green" impact of IT and just took the pulse of what's going on in the sector. (Network member, 15-20 years' experience)*
 - *I think the inclusion of the digital divide in the program will be able to further a better understanding of the subject in the general professional discourse (not a Network member, 5-9 years' experience)*
 - *New approaches to CH. Thinking about case studies and their implementation in my cultural activity (Network member, 0-4 years' experience)*

Though 77% of participants feel that they gained new knowledge they can apply in practice, only a few participants shared examples or referenced how they might apply this knowledge. Longitudinal research might give more insight into whether the knowledge gained was used in practice. This is difficult to assess at a short-term interval.



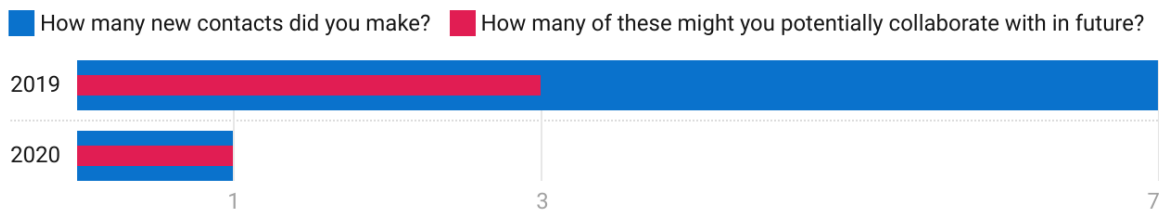
b. Network outcomes and a sense of community

A digital conference format and its impact on creating and strengthening one's network

In 2019, we captured a baseline of how many new contacts were made at the conference and an estimation of future collaboration with these networks. We captured the same data at Europeana 2020 and compared these data in Figure 11 below. It shows a significant decrease in the number of new contacts made, and, in turn, a decrease in the number of contacts with whom the participant might collaborate with in future.

New contacts and made and likelihood of collaboration - Europeana 2019 compared to Europeana 2020

The chart below compares the median value of participants' reported new contacts made, and estimation of the number of these contacts with whom they might go on to collaborate.



Source: Survey of Europeana 2019 and Europeana 2020 participants • Created with Datawrapper

Figure 13. A bullet bar chart showing network development through median new contacts made and likelihood of potential future collaboration in Europeana 2019 (blue) and Europeana 2020 (pink)

Furthermore, in 2019 we learned that for over 50% of respondents who had been to previous annual events, these had provided an opportunity to meet partners or colleagues for the first time in person. This outcome was no longer possible at Europeana 2020.²⁰

As anticipated, network outcomes scored lowest at the all-digital Europeana 2020. This is in contrast to [Europeana 2019](#) and past conferences, where network development emerged as the strongest outcomes for 89% of participants of past AGMs surveyed at Europeana 2019. This is in contrast to 44% and 38% for expanding and strengthening one's network at Europeana 2020.²¹

²⁰ Networking tools for online conferences had been investigated (with some tested) but in the end these were not used. Introducing extra platforms, stability, digital fatigue and costs were several of the reasons not to use these tools.

²¹ Considering the data presented, future options for events could have a wider public and digital annual conference and, at a different moment, a smaller Network-member only event that focuses more on network developing and stimulating collaboration for a more sustainable sector.



Looking closely at the data shows that respondents were more likely to rate these outcomes 'neither agree nor disagree' than to explicitly agree or disagree. This may suggest that they didn't see network development as an inevitable outcome of the conference.²²

We asked participants to outline if the conference had professional or personal value for them. 18 respondents mentioned the ability to create a network, to make new connections, or to reconnect with existing connections, despite the digital format. These came from a mix of Network and non-Network members with different levels of experience in the sector. Responses include:

- *To stay in touch with colleagues I worked with in the past. (Network member, 20+ years' experience)*
- *It was inspiring and led me to meet new people. (Not a Network member, 0-4 years' experience)*
- *Attending the Europeana 2020 conference was valuable for me because it allowed me ... to meet new people, to connect with them and learn how they work in their libraries. (Network member, 10-14 years' experience)*
- *getting in touch with like-minded people and being able to talk on a certain knowledge level (Not a Network member, 0-4 years' experience)*
- *It helped me to reconnect to peers in the heritage sector in this weird year (we are back into lockdown in France), to meet new people and hear about interesting projects and tool, for that I am really greatfull (Network member, 0-4 years' experience)*

While it was not as prevalent, some participants stated that meeting new people was 'almost impossible' (Network member, 15-20 years' experience) or challenging in other ways. Most but not all of these responses came from Network members with extensive sector experience:

- *[I] missed the in person ability to network and also have off-conference conversations. (Network member, 20+ years' experience)*
- *...However, it is better to be able to network in person. Here's to having a[n] in person conference for Europeana 2021! (Network member, 5-9 years' experience)*
- *Compared to a f2f conference the social aspect was non existed but that is no ones fault; for an online conf it was very well organised. (Network member, 15-20 years' experience)*
- *making the whole conference online was something new. Of course the choice was due to the covid, but I would not recommend to do it again. It makes it almost impossible to meet new people (Network member, 15-20 years' experience)*
- *Disadvantage: The online format is currently objectively the only possible way to organis a conference, but it lakcs the real opportunities for networking. Thus, please, after the pandemic back to a physical one! (Not a Network member, 20+ years' experience)*

²² We didn't make a change pathway for Europeana 2020 due to various reasons, including staff capacity. Looking back, a change pathway exercise (Phase 1 of the Europeana Playbook) would have been very beneficial to test and prioritize outcomes for the conference, updating expectations to the very different global and social context.



The lack of opportunity to collaborate or to connect in-person with colleagues may explain the limited responses that reference the opportunity to create new projects or collaborations. This is in contrast to Europeana 2019, where the opportunity to *'Collaborate with others at the conference, to stimulate new projects or to be more involved in projects'* was found 10 times.

In the Europeana 2020 data, we saw two responses relating to new project activity:

- *hope for building up a valuable partnership in the developing projects*
- *It is an excellent opportunity for joint cultural activity. numerous future opportunities can be based on this single event.*

Due to a lack of context, it is not possible to confirm that each of the responses are related to or will result in developing project ideas or proposals. Nonetheless, sharing them here emphasises that, while some new project ideas may emerge, proportionally fewer collaborative projects are likely to result from Europeana 2020.

An improved sense of being part of a community

74% of participants agreed or strongly agreed that Europeana 2020 made them feel like part of a community

In addition to the figure above, 16 open text responses to the follow-up question *Can you tell us in what way Europeana 2020 was valuable for you?* were recorded where participants referenced feeling part of a community or more connected to Europeana/the Europeana Network. Two of these responses emphasised the importance of feeling like part of a community in the current pandemic circumstance.

Responses included:

- *Be part of a community that works with common guidelines and that advances with openness in favor of digital culture, and some interesting ideas (Not a Network member, 20+ years' experience)*
- *Seeing other people, even if it's virtually. It facilitates discussion. Also, it's good to see some familiar faces, you feel like you're part of a community that way, more than via eg a mailing list. (Network member, 10-14 years' experience)*
- *The most important take-away for me, personally, was the feeling of being part of a community, with similar goals and values, but also facing the same challenges (Network member, 0-4 years' experience)*
- *Besides motivation and practical knowhow I gained the strong sense to be part of a relevant Network with great colleagues sharing values and ständig up in order to act according to these (Network member, 5-9 years' experience)*
- *Feeling part of a community who are passionate about connecting and making heritage accessible to all. (Network member, 5-9 years' experience)*



Despite being an online event, Europeana 2020 created a sense of being part of a community.

8. Environmental impact and the event's digital carbon footprint

It is commonly said that online meetings have fewer environmental consequences than in-person events which require participants to travel. Nonetheless, digital events have their own environmental impact.

It intuitively makes sense that speaking to someone over a Zoom video conference is better for the environment than flying to meet in person. The problem with intuitive assumptions is that they often work out to be more complex than you think.

[David Mytton \(2020\)](#)

This assessment shows that a) digital meetings are not completely carbon-neutral and b) digital events significantly reduce carbon emissions to such a degree that the need for future in-person and hybrid events must be carefully evaluated. This impact assessment is one step that can help furnish the evidence needed for such a needs-based assessment. Proposed improvements to the methodology are listed in the methodology section.

Reduction in environmental impact caused by no air travel

Though participants of Europeana 2020 did not have to travel to attend the conference, we decided to continue to try to better understand the environmental impact of our conferences.

When we told participants that the event would have been in the Netherlands in 2020 and asked if they would have travelled to attend the event in person if this had been possible, 48% of respondents said yes, 25% said no, and 28% were unsure.

We asked those that said yes how they might have travelled to the conference. Of those that said yes, air was by far the most selected mode of travel (72%). However, this is a reduction from 2019, where air was used by 93% of those that travelled for the conference. In 2020, more respondents suggested that they would travel by train/rail (22%) than in 2019 (where this was only 1%).

This could suggest several things. Firstly, that the Northern European dominance of the Network (as shown in 2019's network analysis) means that Amsterdam is more accessible to Network members in the UK, the Netherlands, France and Germany, for example, compared to Lisbon that might have been harder to reach except by air. Secondly, it could suggest that, at a time of increasing environmental concern, people are making the choice to travel in more environmentally sustainable ways, e.g. by rail.



Thirdly, it could mean that people are no longer willing to travel for events when digital alternatives are offered.

Calculating the carbon saved by holding a digital event

- In 2019, we estimated that each participant travelling by air cost the environment 427 CO₂ per attendee journey (KG) in carbon emissions.
- Had Europeana 2020 been held as an in-person event, approximately 400 people would have attended.²³
- The data suggests that 72% of attendees would have travelled by air. This equates to 288 air journeys.

288 people might have each cost 427 CO₂/journey (KG), resulting in 122,976 CO₂ (KG), or **123 metric tonnes of carbon**.

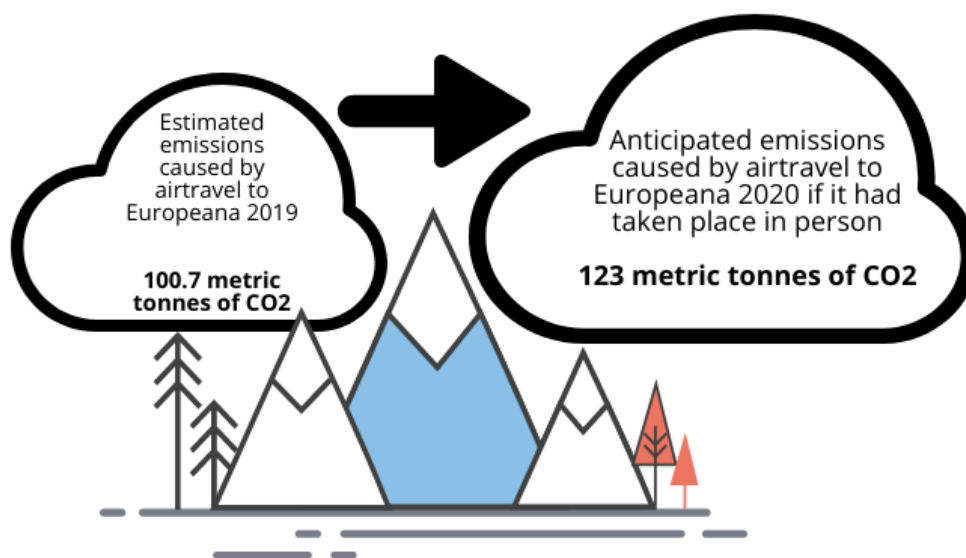


Figure 14. An infographic demonstrating that Europeana 2020, had it taken place in-person as planned, would have resulted in an estimated 22.3 tons more CO₂ emissions.

Even with a decreased likelihood to travel by air, this figure is higher than Europeana 2019, as shown in Figure 14 above.

Calculating the carbon cost of a digital event

We asked attendees to suggest how much of the conference they were able to attend. We did not allocate hours to these categories. Therefore, any calculation of estimated time spent online attending Europeana 2020 is a rough estimation.

Table 1 in Appendix 2 shows that the audience was estimated to have spent at least 5,729 hours online.²⁴ Using the three estimates set out in the methodology, we

²³ This was the anticipated conference attendance for the event organisers. It was difficult to ascertain such a figure, as the plans for Europeana 2020 were only beginning to formalise as the Covid-19 pandemic hit in Spring 2020.

²⁴ This excludes social events or time spent in the call before or after the meeting and breaks between parts of the programme.



calculated a scale of potential emissions caused by Europeana 2020, shown in Figure 15 below.

Estimated scale kgCO₂ emissions potentially caused by the Europeana 2020 conference

The three columns provide a maximum, a minimum and a middle estimate of CO₂ emissions caused by Europeana 2020.



Numbers are reduced to whole numbers in this presentation

Chart: Europeana Foundation •

Source: Analysis of Europeana 2020 data; estimates of CO₂ emissions by Europeana Foundation •

Created with Datawrapper

Figure 15. A bar chart illustrating the three estimates of kgCO₂ emissions constituting Europeana's digital carbon footprint

What did we learn?

We can't be precise about our estimation noting the acknowledged limitations to our assessment. Yet this is an indication of how much better for the environment a digital event is likely to be, whilst also acknowledging that it has its own environmental costs.

At the lowest end of the scale, the cost of hosting Europeana 2020 online is potentially 149 times less than the estimated emissions caused by air travel that potential attendees would have taken to attend in person (total metric tonnes of 123 CO₂). At the most conservative estimate, this is around 15 times less (as seen in Figure 16 below). Both of these are significant carbon savings.

Attending Europeana 2020 digitally was anywhere between 15 and 149 times less detrimental to the environment than the air travel that would have been required to attend the in-person event.

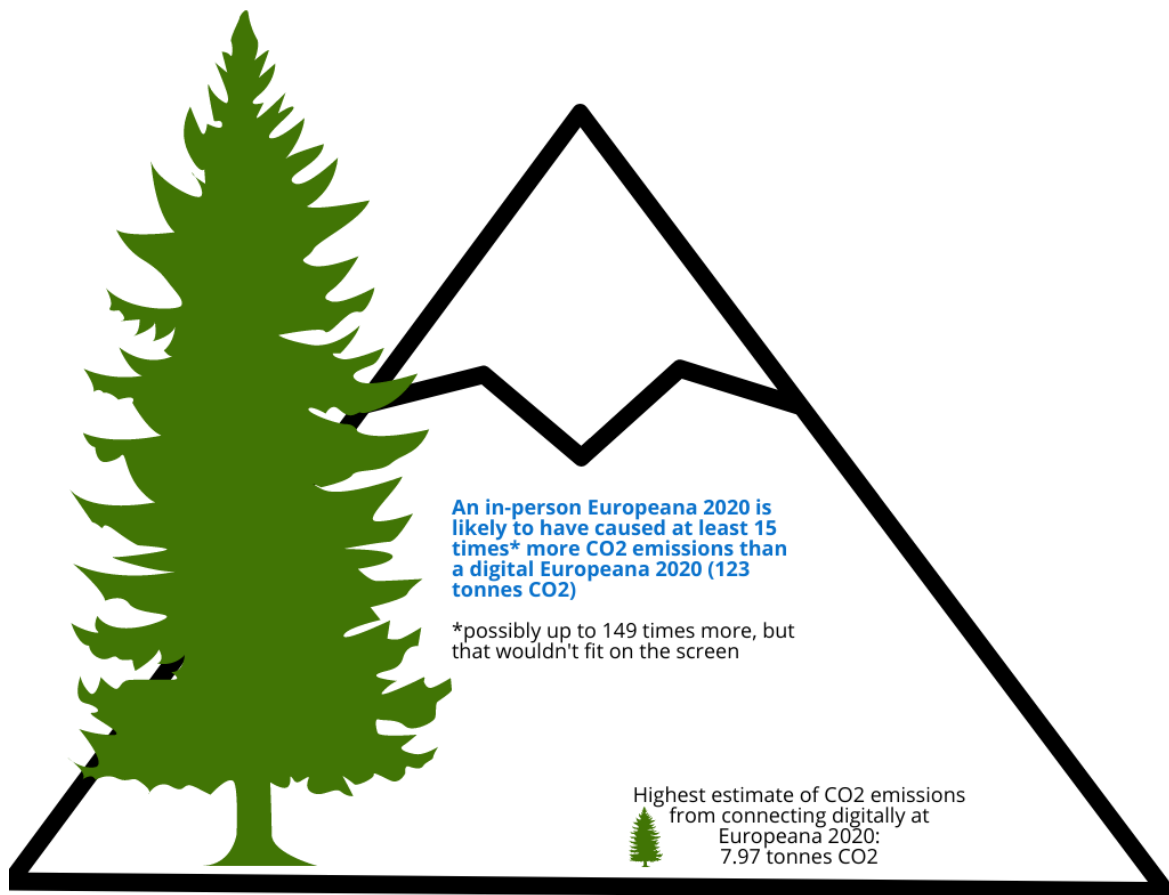


Figure 16. The big tree represents the estimated carbon emissions that would have taken place as a result of an in-person Europeana 2020. The small tree represents the most conservative estimate of a digital Europeana 2020 costing 15 times less CO2. An even smaller tree, representing the smallest estimate of the event's digital carbon footprint could not be represented to scale on the screen.



Conclusions and recommendations

Conclusions

Europeana 2020 took place in a completely different context to anything that might have been expected by conference attendees as they said their goodbyes in Lisbon in 2019. At the same time, reaching such high numbers of professionals - and in particular, sector professionals who were not Network members - in the next annual conference was probably also not expected.

Europeana 2020 brought together almost 1,000 professionals from across the world, with 22 more countries represented in the audience than in 2019. As Europeana's first all-digital conference, the event was able to reach those who might not normally attend Europeana's annual conferences. There was a much higher proportion of non-Network members in attendance than in 2019, 69% of whom felt motivated to join the Network afterwards.

With the conference being held online due to the pandemic, there were positives and negatives that emerged from the format. We can think of this as a feedback sandwich of the good, the less good and the great.

The conference was a positive experience for attendees and scored highly in terms of satisfaction. There were big increases compared to 2019 in terms of participants gaining knowledge or skills that they can apply in practice (29% increase) and wanting to change how they use digital cultural heritage (39% increase). Perhaps most importantly, in a time of rapid digital change and in the midst of an ongoing crisis, participants had a good time and many welcomed the conference's accessibility as a digital format.

On the other hand, there were both those who were dissatisfied with the online format. A digital conference has implications for other parts of the event that might have been enjoyed by attendees of past annual conferences. Networking outcomes (e.g. the creation of new contacts) seems to have suffered as a result of the digital format, but that hasn't seemed to detract from a sense of being part of a community, where we saw a small increase (5%) compared to 2019. Nonetheless, we anticipate that it has or will have an implication on the likelihood of new projects being generated from new encounters or strengthened relationships that are likely to occur when people meet in person.

As the Covid-19 and environmental crises continue to affect daily life in immeasurable ways, perhaps the most interesting finding of this impact assessment is that Europeana 2020 has been estimated to have significantly reduced the annual conference's environmental impact, with the digital potentially having reduced the carbon footprint by up to 149 times. The digital carbon footprint is being increasingly acknowledged for its own environmental cost. However, a digital event was very much less negative for the environment than a digital (or hybrid) event would have been.



A decision has to be made about future large-scale events, considering in tandem the ongoing health crisis, desired outcomes for participants and the environment. With this in mind, this impact assessment presents findings but also questions to encourage Europeana colleagues to consider the pluses and minuses of a digital event format.

Recommendations for future research

- In general, there is no simple way to calculate the environmental impact of online events, in contrast to, for example, readily available calculators of environmental impact caused by travel. It is recommended to investigate better ways to calculate this, including sourcing external expertise (noting that even the BBC reports struggling to find such expertise)²⁵.
- Consider more ways to measure the contribution of the annual conferences - and particularly widely-accessible digital conferences - to Network growth (e.g. monitoring Network growth for two weeks before and following the conference on a more granular, daily-level).
- Consistency across question types used on a regular basis supports accurate comparisons. Further research will be supported by the recently released and continually updated [standardised question bank](#). It is recommended to use these standardised questions for future events.
- Longer term research would help to assess the actual rate of actions being taken as a result of attending the conference. There was no capacity for this at the time this impact assessment was being conducted. A long-term perspective is important and it is recommended that impact plans for future annual events build in a long-term approach and allocate the necessary capacity to complete this.
- Further conceptual research could be conducted within the context of the forthcoming capacity-building framework to better understand how events like the annual conference can move from knowledge-sharing events to opportunities to activate change in the professional context of our audiences and attendees.

²⁵ See this article

<https://www.bbc.com/future/article/20200131-why-and-how-does-future-planet-count-carbon>

Appendix 1 - Additional charts

Outcomes identified as a result of Europeana 2020

The outcomes listed here were identified as anticipated possible outcomes for attendees as a result of a change pathway exercise.

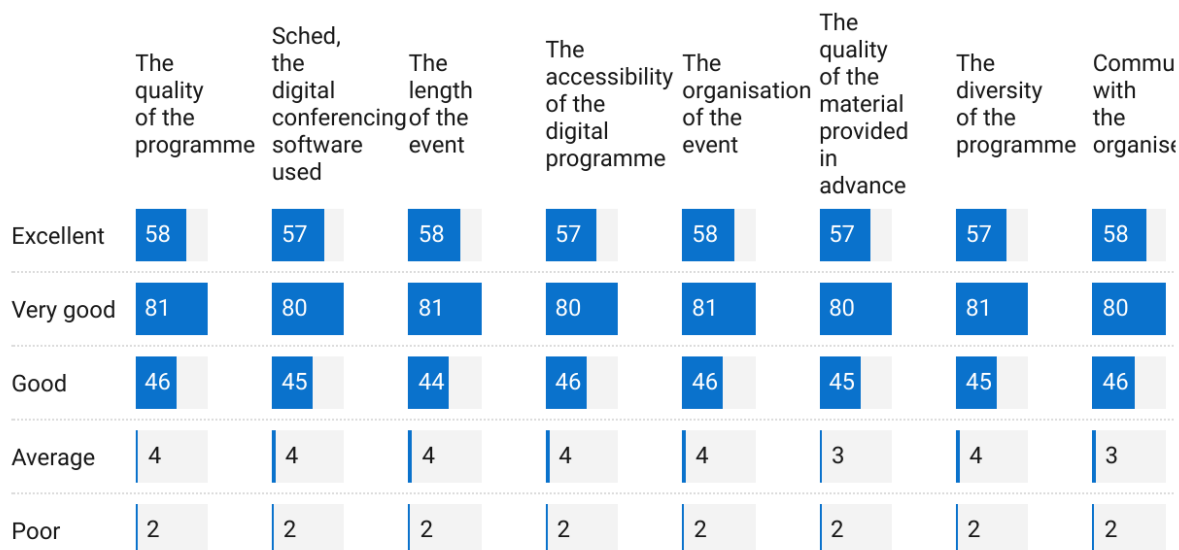
Conference outcome	Agreement and strongest agreement (%)
Enjoyed myself	86
Gained skills or knowledge that I can apply in my work or professional setting	77
Feel like part of a community around digital cultural heritage	74
Feel inspired to change how my organisation uses digital cultural heritage	63
Feel more able to make a change in my organisation or otherwise professionally	49
Expanded my professional network	44
Strengthened my existing network	38

Source: Survey of Europeana 2020 participants - Created with Datawrapper

Table 1. An overview of the results of the question relating to outcomes created by Europeana 2020. The data show the percentages of agreement and strong agreement. Enjoying yourself was the most often selected outcome.

Quality ratings of conference organisation

The numbers show the count of responses. The quality ratings are high.



Source: Survey of Europeana 2020 attendees • Created with Datawrapper

Figure 1. Quality ratings of elements of the Europeana 2020 conference. Quality was reported to be high at the conference.²⁶

²⁶ This question should be updated in future to an agreement Likert scale.



Appendix 2 - Environmental impact calculations

Response	Estimated attendance	Time estimated (mins)	No. of attendees	% of attendees	No. of attendees, total population (998)	Minutes of attendance
All of it	The whole conference, 11 hours 20 minutes	680	9	4%	43	29,085
Most of it	3 hours per day	540	74	35%	352	189,905
Some of it	1.5 hours per day	210	125	60%	594	124,750
Total minutes						343,740
Total hours						5,729

Table 1. An estimation of the hours' attendance of attendees of Europeana 2020.

Estimate used	C02 per hour (g)	C02 per minute (g)	Estimated conference use (g) per minute	Estimated conference use KG per minute	Estimated conference use KG per hour
Estimate 1	23.2	0.38666667	132912.8	132.9128	7974.768
Estimate 2	12	0.2	68748.0	68.748	4124.88
Estimate 3	2.4	0.04	13749.6	13.7496	824.976

Table 2. The calculations behind the three estimations of Europeana 2020's digital carbon footprint.



About the Europeana Impact Playbook

The European Impact Playbook is being developed for and with cultural heritage institutions around the world to help them design, measure and narrate the impact of their activities. It helps guide professionals through the process of identifying the impact that their cultural heritage institutions have, or aim to have, as the sector works towards creating a shared narrative about the value of digital cultural heritage.

Two phases of the [Impact Playbook](#) have been published alongside tools and a growing library of case studies. Phase one introduces professionals to the language of impact assessment and helps them make strategic choices to guide the design of their impact. Phase two builds on the design brief in the first phase and focuses on data collection techniques. Phases three and four are in development and will focus on how to narrate impact findings and evaluate the process taken.

Find out and join the Europeana Impact Community by going to [impkt.tools!](#)



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